



# The ALx Bulletin

Presented by The Army Leader Exchange  
"Lead Well and Develop Others"



Issue 21-01: January 2021

Welcome to the Army Leader Exchange (ALx) Bulletin, a comprehensive list of new products and publications from TRADOC and subordinate commands for January 2021.

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## LEADER DEVELOPMENT

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**Counseling and Leader Development in the Digital Age** – The counseling process is one of the most important aspects of an NCO's responsibilities and is central to the development of their subordinates. To create Soldiers ready for the future battlefield, counseling and leader development must evolve to encompass the digital age. Available at: <https://www.armypress.army.mil/Journals/NCO-Journal/Archives/2021/January/Counseling-and-Leader-Development-in-the-Digital-Age/>

**Training in the Time of COVID-19** – An operations officer with the Kansas Army National Guard describes how his unit adapted a planned battalion training exercise to overcome the risks associated with the COVID-19 epidemic. Available at: <https://www.armypress.army.mil/Journals/Military-Review/Online-Exclusive/2020-OLE/COVID-19-Warth/linkId/109410078/>

**Leading Change through Holistic Health and Fitness** – A senior NCO explains how the Army, through the accomplishment of four core tasks, can successfully integrate a holistic health and fitness program that promotes an adequate lifestyle balance within the performance triad of sleep, nutrition, and exercise. Available at: <https://www.armypress.army.mil/Journals/Military-Review/English-Edition-Archives/November-December-2020/Payne-Holistic-Health/linkId/108995414/>

**Mentorship: The NCO's Role in Developing Junior Officers** – Cadets & young officers will remember their senior NCOs similar to how enlisted Soldiers remember their drill sergeants. It's important for enlisted leaders to be mentors and leave a positive impression on junior officers as they transition into the Army. Available at: <https://www.armypress.army.mil/Journals/NCO-Journal/Archives/2020/December/Mentorship/linkId/108809897/>

**The Ostrich Complex and Leadership in Crisis** – Disruption of a decision-maker's knowledge management processes can result in a paralysis of active leadership with a subsequent distinct negative effect on the outcome of a specific operation. This requires early identification and mitigation in order to prevent systematic failures. Available at: <https://www.armypress.army.mil/Journals/Military-Review/English-Edition-Archives/November-December-2020/Henry-Ostrich-Complex/linkId/108178825/>

**"Three-Level-Down Approach to Suicide Prevention"** – The DoD Annual Suicide Report shows a five-year increase in suicide rate between CY 2014 and 2019. These findings highlight the necessity of an Army-wide focused suicide prevention approach emphasizing positive battalion leadership. Available at: <https://www.armypress.army.mil/Journals/NCO-Journal/Archives/2020/December/Three-Level-Down-Approach-to-Suicide-Prevention/>

**Teaching the Army: Virtual Learning Tools to Train and Educate Twenty-First-Century Soldiers** – In an article from Military Review - a historian with the Army University Press Films team explains the benefits of including simulations, virtual staff rides, and documentary films in both PME and unit training. Available at: <https://www.armypress.army.mil/Journals/Military-Review/English-Edition-Archives/January-February-2021/Riotto-Teaching-the-Army/>

**The Army Training Network: Gateway to Training Management** – Andrew Fowler of Training Management Directorate discusses the purpose, utility and history of the Army Training Network (ATN). As published on Army.mil. Available at: <https://www.army.mil/article/242347>



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**Combined Arms Center – Training Quarterly Update** – CAC-T's quarterly update explores the possibility of using virtual and gaming platforms to close capability gaps. Available at: <https://usacac.army.mil/sites/default/files/documents/cact/2020-12%20CAC%20T%20Newsletter%20draft%20new.pdf>

**News from the CTC: Intelligence After Action Review Trends at the National Training Center** – This article delivers an unaltered, non-attributional list of trends and recommendations for improvement based on the MIDRO intelligence warfighting function AAR comments gathered during six rotations. The majority of the AAR comments can be grouped into three distinct categories: communication, transitions, and information collection. Available at: [https://usacac.army.mil/organizations/mccoe/call/publication/21-564?fbclid=IwAR2YI\\_DOfD2zYT6XIf57jhvBWj-gMUqmQmA-7mFr5-aXtd2xEVf2rxBL5U](https://usacac.army.mil/organizations/mccoe/call/publication/21-564?fbclid=IwAR2YI_DOfD2zYT6XIf57jhvBWj-gMUqmQmA-7mFr5-aXtd2xEVf2rxBL5U)

**"The NCO Creed"** – The NCO Journal. Well before the inception of the NCO Creed at Fort Benning, and the formalization of the NCO Creed into an official Army publication in 1985, noncommissioned officers had long maintained the charge of caring for Soldiers and their equipment in order to accomplish the mission. Available at: <https://www.armyupress.army.mil/Portals/7/nco-journal/images/2020/December/NCO-Creed.pdf>

**[CAC Required] Preparing for Large-Scale Combat Operations** – Setting forth the "how to fight" concept and training techniques that allow units to succeed at the National Training Center (NTC). Leaders at NTC specifically designed this handbook to help units understand an operational environment, develop TTPs for success, and better understand how to train for this environment at home station. Available at: <https://call2.army.mil/toc.aspx?document=18100>

## SELF-DEVELOPMENT

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**CALL Insider: 1<sup>st</sup> QTR, FY21** – The Center for Army Lessons Learned presents their quarterly review and summary of their latest products. Available at: [https://usacac.army.mil/sites/default/files/publications/CALLInsider\\_Q1FY21.pdf](https://usacac.army.mil/sites/default/files/publications/CALLInsider_Q1FY21.pdf)

**Video: TRADOC LPD #5: Ethical leadership with retired General Carter Ham** – Every individual has a set of ethics, so how does an organization develop its overarching principles? How is the Army dealing with significant national issues related to values and ethics? All this and more are discussed with retired General Carter Ham, president and CEO of the Association of the United States Army and GEN. Paul Funk II, CG, TRADOC. Available at: <https://vimeo.com/500165128>

**Multi-Domain Operations and Information Warfare in the European Theater** – A study of successful strategies for setting the theater from an information warfare perspective using a case study from the European theater between 2015 and 2019. Available at <https://www.armyupress.army.mil/Journals/Military-Review/English-Edition-Archives/November-December-2020/Purser-MDO-IW-European/linkId/108694725/>

**Great Staff Officers and Great Commanders - What's the Difference?** – An author analyzes the attributes that make an effective commander versus those that make an effective staff officer. Available at: <https://www.armyupress.army.mil/Journals/Military-Review/English-Edition-Archives/November-December-2020/Starr-Great-Leaders/linkId/108581414/>

**Assault on Fortress Europe - Military Deception and Operation Fortitude South** – The Allies perfected the use of spies as a tool to both improve their knowledge of the enemy and to spread credible disinformation to the Nazis. Available at: <https://www.armyupress.army.mil/Journals/Military-Review/Online-Exclusive/2020-OLE/Carminati-Assault-Fortress-Europe/linkId/108191416/>

**Surrender of the Philippines, 1942** – AUPFilms is pleased and proud to welcome the New Year with our new film, "Surrender of the Philippines, 1942." A follow-up to "Defense of the Philippines, 1941," this film covers the execution of War Plan Orange, defense of Bataan, evacuation to Corregidor, and eventual surrender of U.S. forces in the Philippines. Available at: <https://youtu.be/YetDRYOj9uk>



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**[CAC Required] Operation Atlantic Resolve Lessons Learned: The 1st Infantry Division in Europe 2017-2020** – A collection of articles prepared by members of the 1st ID team, provide details and lessons from their Operation Atlantic Resolve journey. Their hope is that other headquarters will find utility in that experience. Available at:

<https://call2.army.mil/toc.aspx?document=18098>

## DOCTRINE

**[CAC Required] Conduct a Defense for Divisions Warfighter Training Support Package (WTSP)** – The Mission Command Center of Excellence Directorate of Training produces WTSPs to assist division training on mission essential tasks. The "Conduct a Defense" WTSP provides an adaptive home-station training exercise, focusing on critical staff functions and the operations process, and culminating with a Warfighter Exercise. Available at:

<https://atiam.train.army.mil/catalog/go/100.ATSC/5EBDD428-F812-4285-B5B8-5BF1F9910EC5-1605814029565?page=1>

**Audiobook: ADP 2-0, Intelligence** – The audiobook version of ADP 2-0, Intelligence, is now posted to the Central Army Registry (CAR) for download or streaming. ADP 2-0 is the Army's most fundamental publication for Army intelligence.

Available at: [https://rdl.train.army.mil/catalog-ws/view/ADP2-0-](https://rdl.train.army.mil/catalog-ws/view/ADP2-0-Audiobook/index.html?fbclid=IwAR0IDKzUXg6VZrnTF6Vwe-Xm36D14kZSOFyhO6TNcgkKj_BxYpa3u7L_Pzw)

[Audiobook/index.html?fbclid=IwAR0IDKzUXg6VZrnTF6Vwe-Xm36D14kZSOFyhO6TNcgkKj\\_BxYpa3u7L\\_Pzw](https://rdl.train.army.mil/catalog-ws/view/ADP2-0-Audiobook/index.html?fbclid=IwAR0IDKzUXg6VZrnTF6Vwe-Xm36D14kZSOFyhO6TNcgkKj_BxYpa3u7L_Pzw)

**Podcast: Breaking Doctrine Episode 6 - The SFAB** – The Security Force Assistance Brigade (SFAB) is a relatively new formation for the U.S. Army. Breaking Doctrine takes an inside look at the SFAB with the help of BG Charles J. Masaracchia and BG Donn H. Hill, both former commanders of the organizations.

Apple Podcast: <https://podcasts.apple.com/us/podcast/breaking-doctrine/id1522992251>

Google Podcast:

[https://podcasts.google.com/feed/aHR0cHM6Ly9wb2RjYXN0LmJsb2luY29yZS51c2dvdmNsb3VkYXBPbm5ldC9jYWwRkL0JyZWFRaW5nX0RvY3RyaW5lLnhtbA?sa=X&ved=2ahUKEwiJp7L\\_x6rrAhXYhHIEHSJfCCoQ4aUDegQIARAC](https://podcasts.google.com/feed/aHR0cHM6Ly9wb2RjYXN0LmJsb2luY29yZS51c2dvdmNsb3VkYXBPbm5ldC9jYWwRkL0JyZWFRaW5nX0RvY3RyaW5lLnhtbA?sa=X&ved=2ahUKEwiJp7L_x6rrAhXYhHIEHSJfCCoQ4aUDegQIARAC)

**ATP 5-0.2 Staff Reference Guide Volume I and II** – The Army's 'staff smart book'. These manuals provide Soldiers with a reference guide and consolidated location for key planning tools and example techniques to help staff members perform their duties. Volume I is open distro and Volume II is CUI. Available at:

[https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB\\_ID=1021331](https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB_ID=1021331) (Vol1)

**[CAC Required]** [https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB\\_ID=1021332](https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB_ID=1021332) (Vol2)

**Audiobook: ADP 3-07, Stability** – Audiobook version of ADP 3-07, STABILITY, on the Central Army Registry (CAR).

ADP 3-07 is the Army's doctrine for stability operations tasks and presents overarching doctrinal guidance for conducting stability operations in Unified Land Operations. Available at: [https://rdl.train.army.mil/catalog-ws/view/ADP3-07-](https://rdl.train.army.mil/catalog-ws/view/ADP3-07-Audiobook/index.html?fbclid=IwAR24kmoSoMeEvOWfxna7LY7ZLE98CHJv5aT0RWXNYNvK3TWHS2ueKe5rA3U)

[Audiobook/index.html?fbclid=IwAR24kmoSoMeEvOWfxna7LY7ZLE98CHJv5aT0RWXNYNvK3TWHS2ueKe5rA3U](https://rdl.train.army.mil/catalog-ws/view/ADP3-07-Audiobook/index.html?fbclid=IwAR24kmoSoMeEvOWfxna7LY7ZLE98CHJv5aT0RWXNYNvK3TWHS2ueKe5rA3U)

**FM 3-96, Brigade Combat Team** – Update published 19 JAN 21. Available at:

[https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB\\_ID=1021533](https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB_ID=1021533)

**TC 18-05, Special Forces Foreign Internal Defense and Support to Counterinsurgency** – Update published 06 JAN 21. Available at: [https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB\\_ID=1021441](https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB_ID=1021441)

**STP 17-19D1-SM-TG, Soldier's Manual and Training Guide, Cavalry Scout, MOS 19D, Skill Level 1** – Update published 14 JAN 21. Available at: [https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB\\_ID=1021490](https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB_ID=1021490)